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24 OCT 2016

GENERAL STUDIES (TEST CODE : 760)

Name of Candidate	UTSAV KAUSHAL		
Medium Hindi/Eng.	ENGLISH	Registration Number	11056
Center	ORN	Date	24/10/2016

INDEX TABLE

Q. No.	Maximum Marks	Marks Obtained
1(a)	10	
1(b)	10	
2(a)	10	
2(b)	10	
3(a)	10	
3(b)	10	
4(a)	10	
4(b)	10	
5(a)	10	
5(b)	10	
6	10	
7	10	
8	10	
9	20	
10	20	
11	20	
12	20	
13	20	
14	20	

Total Marks Obtained:

Remarks:

INSTRUCTIONS

1. Do furnish the appropriate details in the answer sheet (viz. Name, Registration Number and Test Code).
   उत्तर पुस्तिका में सूचनाएं भरना आवश्यक है (नाम, प्रश्न-पत्र कोड, विद्यार्थी क्रमांक आदि)।
2. There are FOURTEEN questions printed in HINDI and ENGLISH.
   इसमें चौदह प्रश्न हैं तथा हिन्दी और अंग्रेजी दोनों में छपे हैं।
3. All questions are compulsory.
   सभी प्रश्न अनिवार्य हैं।
4. The number of marks carried by a question/part is indicated against it.
   प्रत्येक प्रश्न/भाग के अंक उसके सामने दिए गए हैं।
5. Answers must be written in the medium authorized in the Admission Certificate, which must be stated clearly on the cover of this Question-Cum-Answer (QCA) Booklet in the space provided. No marks will be given for answers written in medium other that the authorized one.
   प्रश्नों के उत्तर उसी माध्यम में लिखे जाने चाहिए जिसका उल्लेख आपके प्रवेश पत्र में किया गया है और उस माध्यम का स्पष्ट उल्लेख प्रश्न-सह-उत्तर (क्यूसीए) पुस्तिका के मुख्य पृष्ठ पर अंकित निर्दिष्ट स्थान पर किया जाना चाहिए। उल्लिखित माध्यम के अतिरिक्त अन्य किसी माध्यम में लिए गए उत्तर पर कोई अंक नहीं मिलेंगे।
6. Word limit in questions, if specified, should be adhered to.
   प्रश्नों में शब्द सीमा, जहाँ विनिर्दिष्ट है, का अनुसरण किया जाना चाहिए।
7. Any page or portion of the page left blank in the Question-Cum-Answer Booklet must be clearly struck off.
   उत्तर पुस्तिका में खाली छोड़ा हुआ पृष्ठ या उसके अंश को स्पष्ट रूप से काटा जाना चाहिए।

EVALUATION INDICATORS

1. Alignment Competence
2. Context Competence
3. Content Competence
4. Language Competence
5. Introduction Competence
6. Structure - Presentation Competence
7. Conclusion Competence

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

All the Best

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Answer the following questions is not more than 150 words each.

1. **(a)** Celebrities are paid huge amounts by companies for endorsing products that at times turn out to be harmful for the consumers. Examine the ethical dimensions involved in such instances. 10

उत्पादों के विज्ञापन के लिए सेलेब्रिटीज (ख्यातिप्राप्त व्यक्ति) को कंपनियों द्वारा मोटा भुगतान किया जाता है जो कई बार उपभोक्ताओं के लिए हानिकारक होते हैं। ऐसे दृष्टांतों से जुड़े नैतिक आयामों का परीक्षण कीजिए।

We often come across products endorsed by celebrities that turn out to be harmful for the consumers.

Example: Maggi noodles controversy, Pan Bahar controversy.

Ethical dimensions:

(i) Celebrities act as role models. People (especially youngsters) are likely to (blindly) emulate them. If they endorse harmful products, people may unknowingly consume such products.

(ii) When celebrities endorse a product, people usually get an impression that they (the celebrities) themselves also use the same product. This may not be the case. It is similar to deception.

(iii) Celebrities have a duty towards the society in general, and their fans in particular. They should not endorse products

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that are harmful.

(iv) But holding celebrities solely responsible is also not fair. Because a celebrity may not have laboratories or the technical-know-how at his/her disposal to know which product is harmful and which is not.

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1. **(b)** Lack of cleanliness in urban areas despite schemes such as the Swachh Bharat Abhiyan point to difficulties faced in bringing about attitudinal and behavioural changes. Discuss. 10

स्वच्छ भारत अभियान जैसी योजनाओं के बावजूद शहरी क्षेत्रों में साफ-सफाई का अभाव वस्तुतः लोगों की सोच के साथ-साथ उनके व्यवहार को परिवर्तित करने में सामना की जाने वाली कठिनाइयों को इंगित करता है। चर्चा कीजिए।

The Swachh ~~Bh~~ Bharat Abhiyaan (SBA) has been going on for years now. But urban areas remain dirty.

Difficulty in bringing about attitudinal change.

It is difficult to convince people to change their attitude towards cleanliness. In order for people to keep their surroundings clean and have clean habits, it is important for people to have a favourable attitude towards cleanliness. Sadly, most people are indifferent towards cleanliness and consider ~~it~~ it inconsequential. Because of such an attitude, they do not pay attention to keeping their surroundings clean. They do not construct toilets even when government support is available. They do not use toilets ~~of~~ even if they have one.

Difficulty in bringing about behavioral change

Even when people know that cleanliness is

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important, they often do not show this in their behaviour. They often litter on the road. Surprisingly, they are the same people ~~who~~ who throw chocolate wrappers only in the dustbins in malls.

In order to change the attitude and behaviour, along with a media campaign, social reinforcement is also needed. If the society starts looking down upon lack of cleanliness, both attitude and behaviour will change.

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2. (a) Issues around economic inclusion are not just about income gaps, there are many dimensions of moral and ethical choices as well. Discuss. 10

आर्थिक समावेशन से जुड़े मुद्दे केवल आय अंतराल से संबंधित नहीं हैं, बल्कि इसमें नैतिक और आचारीय चयन के कई आयाम भी हैं। चर्चा कीजिए।

Economic inclusion ~~tt~~ attempts integration of ~~the~~ everyone into the economic system. It is hoped that it will reduce income gaps. But, apart from income gaps there are other dimensions as well.

1. Equality dictates that everyone should have equal ~~sapa~~ choices. Without economic inclusion, people do not have the same choices as ~~the~~ others.

2. Rights of children : If the parents of a child are not ~~integrated~~ integrated in the economic system, the rights of the child needlessly suffer.

3. Right against exploitation : People who are not integrated in the economic system are more likely to be exploited.

4. Communal dimension : A large proportion of the minorities remain excluded from the economic system. This breeds resentment and ~~and~~ makes people susceptible to radicalisation.

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5. Gender Dimension: A larger proportion of women remain excluded from the economic system. This makes them financially dependent and ~~vular~~ vulnerable.

Therefore, there are many more dimensions to economic inclusion, apart from income gap. It is ~~certant~~ certainly a goal which should be ~~a~~ strived for.

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2. **(b)** Socially and economically marginalized women are used to make a profit, often at the cost of their own health and reproductive autonomy, in the name of commercial surrogacy. Discuss the ethical issues associated with commercial surrogacy in India. Should commercial surrogacy be completely banned? 10

सामाजिक और आर्थिक रूप से हाशिए पर रहने वाली महिलाओं का वाणिज्यिक सरोगेसी के नाम पर, अक्सर उनके स्वास्थ्य और प्रजनन संबंधी स्वायत्तता की कीमत पर, लाभ कमाने के लिए उपयोग किया जाता है। भारत में वाणिज्यिक सरोगेसी से जुड़े नैतिक मुद्दों पर चर्चा कीजिए। क्या वाणिज्यिक सरोगेसी पर पूर्ण प्रतिबंध लगा दिया जाना चाहिए?

India had become a worldwide hub of commercial surrogacy. A recent law now regulates surrogacy in India and prohibits commercial surrogacy.

Ethical issues associated with commercial surrogacy:

1. Commercialisation of motherhood – Motherhood is otherwise a very sacred and emotional bond, which is now available for a price.
2. Emotional attachment of surrogate mother – The surrogate mother might get emotionally attached to the infant. It is wrong to separate a child from its mother.
3. The right of the child to remain with its birth-mother is violated.
4. Sometimes the biological parents change their minds and do not claim their child. This is unfair for the child, as well as the

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~~[illegible]~~ surrogate.

5. Nationality of the child can be controversial.

6. Often poor women are exploited. They are paid very less. Most of the money is kept by the middleman.

However, a complete ban on commercial surrogacy is not desirable. because:

1. ~~It g~~ A woman has the sole discretion to decide how she wants to use her body. No one should ~~dic~~ dictate this to her.
2. Commercial surrogacy gives the joy of becoming a parent to childless people.
3. It earns foreign exchange for the country.

~~Therefore, it would be better if commercial surrogacy~~

4. Many poor ~~f~~ women use it as a source of livelihood.

Therefore, it ~~[illegible]~~ should not be completely banned. It should be regulated to ~~[illegible]~~ plug the loopholes like exploitation of women, protect rights of the child, etc.

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3. (a) While discussing the ethical issues that journalists face on a regular basis, examine the causes of increased sensationalism in news media in recent times. 10

पत्रकारों द्वारा नियमित रूप से सामना किये जाने वाले नैतिक मुद्दों पर चर्चा करते हुए, हाल के दिनों में समाचार जगत में अधिक से अधिक सनसनी फैलाने के कार्य के कारणों का परीक्षण कीजिए।

Ethical issues that journalists face on a regular basis:

1. ~~They~~ News should not be biased in favour of any party.
2. Privacy of individuals should be respected.
3. Empathy for victims of (natural) disasters.
4. They should not divulge information that ~~it~~ puts national security at risk.
5. The have to fearlessly uncover scams and malpractices, even in the face of death threats.
6. They have to become the voice of the ~~poo~~ powerless.
7. They have to cover events like floods, earthquakes, sometimes even after putting their own lives at risk.

~~Cau~~ causes of increased sensationalism in news media:

1. Competition: With ~~too~~ to many 24 hour news

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channels, there is competition to hold the viewers' attention.

2. Commercialisation: Journalism is done for money. Everything is for TRP.

3. Demand: It seems that people also enjoy more sensationalist news. It is just an extension of soap-operas.

4. Power-brokers: Many journalists are power-brokers and try to influence public opinion through sensationalism.

Journalism is a very important function. media is in fact the 4th pillar of democracy. ~~Foo~~ Journalists should maintain the highest ethical standards. It is not impossible. Example: amid all cacophony, we have – RAJYA SABHA TV.

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3. **(b)** What are the various sources through which humans can judge the correctness of their actions? In the context of public life discuss how these sources are important in offering a clear and practical guidance. 10

वे विभिन्न स्रोत क्या हैं जिनके माध्यम से मनुष्य अपने कृत्यों के औचित्य का परीक्षण कर सकता है? चर्चा कीजिए कि सार्वजनिक जीवन के संदर्भ में स्पष्ट और व्यावहारिक मार्गदर्शन प्रदान करने में ये स्रोत किस प्रकार महत्वपूर्ण हैं?

~~Sourc~~ Sources through which humans can judge ~~their~~ the correctness of their action

→ (i) Own conscience
(ii) Through debate and dialogue.
(iii) Laws, rules, regulations, norms.
(iv) Social sanction
(v) Constitutional values

Public life entails making many decisions. It is not always clear whether these decisions and actions are correct. The above mentioned sources can be helpful as:

(i) Debate and dialogue : If we take the views of a wide cross-section of stakeholders into consideration, we are likely to ~~make~~ take the correct action

(ii) Laws, rules, regulations, norms, Conduct Rules etc are always a guiding light.

(iii) Social sanction : We should always take the sensibilities and culture of the

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local ~~soci~~ society while taking actions. ~~Other~~ This ensures cooperation from the society.

(iv) Constitutional values: Justice, Liberty, Equality, Fraternity, Democracy, Secularism, etc also act as guiding lights.

And at last, if everything else fails, one has to fall back on one's own voice of conscience.

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4. **(a)** Should a person resort to leaking of information in case of wrongs done in the organization? Does it cause a conflict of interest between the personal, organizational and societal spheres? Discuss with examples. 10

क्या संगठन में की गई गलतियों के संबंध में व्यक्ति को सूचना लीक करनी चाहिए? क्या यह व्यक्तिगत, संगठनात्मक और सामाजिक क्षेत्रों के बीच हितों का टकराव पैदा करता है? सोदाहरण चर्चा कीजिए।

Leaking of information in case of wrongs done in the organisation is called – Whistleblowing.

Whistleblowing goes against organisational discipline, oath of secrecy, principle of anonymity. It also tarnishes the image of the organisation.

Whistleblowing should be resorted to only as a LAST RESORT. Before Whistleblowing, other internal mechanisms should first be exhausted.

Yes, whistleblowing does cause a conflict of interest between personal, organisational and societal spheres.

1. Personal integrity vs Organisational integrity

Example: A person may think that a particular practice is wrong. But that ~~to~~ is his/her personal opinion. It may be wrong. Such a person may go ahead and leak information which may adversely affect the organisation. This violates organisational integrity.

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2. Interests of the organisation vs Social popularity

As an employee, it is the duty ~~of an~~ of a person to look out for the interests of the organisation. But, a ~~personal~~ person may indulge in whistleblowing (even at the cost of organisational interests) because by whistleblowing he/she may earn social popularity.

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4. **(b)** Competition, it is argued, spurs the best of performance, however, can it also instigate cheating and unethical behaviour? Discuss with adequate examples. 10

यह तर्क दिया जाता है कि प्रतियोगिता सर्वोत्तम प्रदर्शन की प्रेरणा देती है, लेकिन क्या यह धोखाधड़ी और अनैतिक व्यवहार के लिए भी प्रेरित कर सकती है? पर्याप्त उदाहरणों के साथ चर्चा कीजिए।

The ~~million~~ millions of diverse life forms that we see today are all because of competition to survive – EVOLUTION.

Competition, when it is healthy, brings out the best performance. However, competition can also instigate cheating and unethical behaviour.

Example:

1. Sports: Many top cyclists (including ~~to~~ the erstwhile legend Lance Armstrong) ~~was~~ were banned from the Tour de France for doping. They argued that they indulged in doping because all other cyclists were also doping.

2. Competitive exams (Too many applicants, too few seats, too much competition) Recently, medical entrance exam aspirants were caught cheating using wireless communication devices.

3. Railway Tickets (Too many passengers, too few tickets) People often pay bribes to middlemen to secure

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a railway ticket

4. Politics : It is often seen that politicians indulge in unethical practices in order to win elections.

5. Businesses : Very often, businesses indulge in practices like bribery in order to succeed. They may also indulge in anti-competitive behaviour.

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5. **(a)** "A person may cause evil to others not only by his actions but by his inaction, and in either case he is justly accountable to them for the injury". Explain the statement giving one example each from personal and public life. 10

"व्यक्ति न केवल अपने कार्यों द्वारा, बल्कि अपनी निष्क्रियता द्वारा भी दूसरों को क्षति पहुंचा सकता है, और दोनों ही स्थितियों में हुए नुकसान के लिए वह उनके प्रति उचित रूप से जवाबदेह होता है।" व्यक्तिगत और सार्वजनिक जीवन से एक-एक उदाहरण देते हुए इस कथन की व्याख्या कीजिए।

Our inaction may also cause grievous harm to others. In that case, we would be as accountable for the harm as we would have been, had our action caused it.

Example:

Personal life:

A person has a 12-year old son. The son is not legally entitled to driving a motorcycle. But he does it anyway. The father does not stop his son. This is the father's inaction.

The son, while driving dangerously, gets into an accident. The son, as well as another person, is injured. In this case, the father is accountable too, although it was his inaction (an not action) that caused the harm.

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Public Life

A District Magistrate (DM) comes to know just before rainy season that the river embankments have become damaged and weak. This district is flood prone. Even then, the DM does not get the embankments strengthened. This is his inaction.

When the rains come, the river is flooded, embankments break. The district suffers flood and many lives are lost. The DM is accountable, although it was his inaction that ~~can~~ caused the floods and ~~death~~ deaths.

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5. **(b)** "A people that values its privileges above its principles soon loses both." What does this quotation mean to you? Explain with an example. 10

"वे लोग जो अपने सिद्धांतों की तुलना में अपने विशेषाधिकारों को महत्व देते हैं, शीघ्र ही दोनों को खो देते हैं।" आपके लिए इस उद्धरण का क्या अर्थ है? उदाहरण सहित व्याख्या कीजिए।

The quotation means that principles should be valued above privileges. One should not go about ~~chang~~ changing/violating one's principles just in order to maintain one's privileges. If one does so, one is certain to lose both ~~bo~~ one's principles (which the person has himself/herself destroyed) as well as one's privileges.

Example:

In communist Russia, at the beginning the principles of Marx and Lenin were strictly followed. However, later, these principles started getting undermined in order to maintain and enhance the privileges of the ~~and~~ ruling class. This, in turn bred huge corruption, and spelt misery for the people. By and by, the USSR collapsed. ~~Thus~~ Thus, because the ruling class valued

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its privileges above its principles, the USSR collapsed, and they lost both.

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6. Instances of atrocities against dalits despite stringent legal measures point to the fact that the problem is not one of legality only but a matter of entrenched social prejudices and attitude. In this context suggest some effective measures to address the issue holistically. 10

कठोर कानूनी उपायों के बावजूद दलितों के विरुद्ध अत्याचार के विभिन्न उदाहरण इस तथ्य को इंगित करते हैं कि समस्या केवल कानूनी नहीं है अपितु यह दृढ सामाजिक पूर्वाग्रहों और अभिवृत्ति का मामला है। इस संदर्भ में मुद्दे के समग्र समाधान के लिए कुछ प्रभावी उपायों का सुझाव दीजिए।

Had ~~the~~ instances of atrocities against Dalits been only a matter of legality, the various legal measures that have been enacted would have already solved the problem. As the atrocities continue, this problem is much deeper.

Measures:

1. Economic ~~strengthen~~ empowerment of Dalits. once they are economically powerful, they will get social prestige also.

2. Make sure that Dalits get proper education, because in today's world, education means empowerment.

3. Social outreach: The society should be engaged and explained how discrimination against Dalits is against human dignity, ~~violates~~

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violates human rights.

4. Politicians should come out and join the ~~soci~~ social outreach like Mahatma Gandhi did.

5. Media and Films: We need more Dalit heroes/heroines (not just actors/actresses but also heroes/heroines of the stories).

6. Any act of atrocity should be swiftly and certainly punished. This should act as a deterrent.

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7. What do you mean by 'anonymity in the civil services'? Explain why anonymity and neutrality are considered as important traits for civil servants. 10

'सिविल सेवा में अवैयक्तित्व (anonymity)' से आपका क्या आशय है? व्याख्या कीजिए कि क्यों अवैयक्तित्व और तटस्थता सिविल सेवकों के लिए महत्वपूर्ण लक्षण माने जाते हैं।

Anonymity in civil services means that the civil servant is never in the limelight, he or she is working behind the curtains. It also means that he/she should not be publicity hungry.

Anonymity is important because:

1. It protects the civil servant from limelight and allows him/her to perform his/her duty in peace.
2. Avoids conflict with political class for popularity among people.
3. The civil servant can remain objective through the whole process because his/her name is not connected with the project.
4. Protects the civil servant in case decisions go wrong, as they sometimes do.
5. Keeps the civil servant grounded.

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Neutrality means that the civil servant will not be concerned who the ruling class is. The civil servant will keep on performing his/her duty without fear or favour.

Neutrality is important because:

1. The political authorities keep changing, the civil servant needs to be unconcerned with this.

2. A biased civil servant can take less than ~~optimal~~ optimal decisions to please political authorities.

3. A biased civil servant will not be able to point out mistakes, or take a stand against the political authorities.

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8. Prescription of dresscode for women not only violates their liberty but also reflects outdated views on gender relations as well as proper conduct. Comment. 10

महिलाओं के लिए ड्रेसकोड का विधान न केवल उनकी स्वतंत्रता का उल्लंघन करता है, अपितु यह लैंगिक संबंधों और साथ ही उचित आचरण संबंधी दकियानूसी विचारों को भी प्रदर्शित करता है। टिप्पणी कीजिए।

We often come across instances where dresscodes have been prescribed for women only (and not for men). This is problematic because:

1. Our constitution guarantees liberty. It is a woman's liberty to wear what she wants to.

2. Shows a bias against women when ~~because~~ men are not concurrently prescribed a dress code. Example: At certain places of worship, only women have to conform to a certain dress code.

3. Shows entrenched patriarchy where men decide women's life choices, including her dress.

4. Reflects the mentality that women are a bad influence and can "corrupt" men if women wear a certain type of clothes.

5. These are the kind of thoughts which

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justify rapes of women on the basis of what they were wearing.

6. It is inherently undemocratic.

7. Supports the erroneous belief that women have to behave in a "certain way".

8. Supports the outdated efforts to regulate relations between men and women.

Selective prescription of dresscode for women is an ~~archaic~~, outdated and wrong practice. It is against ~~our~~ our democratic ethos. It should be stopped.

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In the following questions, carefully study the cases presented and then answer the questions that follow (in around 250 words):

9. You are DM of of a very poor district in the hinterland of India. It has come to your notice that manual scavenging is widely prevalent in the district even though the new law prohibits manual scavenging in any form. Upon enquiry, you have found that the number of manual scavengers has been reported to be very low, however, hundreds of dry latrines in the district depict a different picture. You have also noticed two more important trends: first, most of the manual scavengers are Dalits, and second, in many of the cases they themselves go to the houses and request the owners to clean their toilets manually, as it would provide monetary benefits. The entire district administration has been criticized by the media and there is political pressure on you to manipulate the data in a way that it shows less number of manual scavengers in the district. Based on the given information answer the following:

   1. Identify the ethical issues associated with manual scavenging.
   2. List the options available to you in the given case. Evaluate the merits and demerits of each.
   3. Discuss some feasible steps that you can take to control this serious problem. 20

आप भारत के अंदरूनी क्षेत्र में एक बहुत-ही पिछड़े जिले के डी.एम. हैं। आपको यह पता चला है कि नये कानून द्वारा किसी भी रूप में मैला ढोने की प्रथा पर प्रतिबंध लगाए जाने के बावजूद जिले में यह व्यापक रूप से प्रचलित है। पूछताछ करने पर आपको ज्ञात होता है कि मैला ढोने वालों की संख्या बहुत कम बताई गई है, जबकि जिले में सैकड़ों शुष्क शौचालय अलग ही तस्वीर प्रस्तुत करते हैं। आप दो अन्य महत्वपूर्ण प्रवृत्तियों का भी अवलोकन करते हैं: पहला, अधिकांश मैला ढोने वाले दलित हैं और दूसरा, कई प्रकरणों में वे स्वयं घरों में जाते हैं और गृहस्वामियों से उनका शौचालय हाथ से साफ करने का अनुरोध करते हैं, क्योंकि इससे मौद्रिक लाभ होगा। संपूर्ण जिला प्रशासन की मीडिया द्वारा आलोचना की गई है। इस कारण आप पर आंकड़ों में इस प्रकार से हेरफेर करने का राजनीतिक दबाव है जिससे जिले में मैला ढोने वालों की कम संख्या का पता चले। दी गई जानकारी के आधार पर निम्नलिखित का उत्तर दीजिए:

1. मैला ढोने से संबद्ध नैतिक मुद्दों को चिन्हित कीजिए।
2. दिए गए प्रकरण में आप स्वयं के लिए उपलब्ध विकल्पों को सूचीबद्ध कीजिए। प्रत्येक विकल्प के गुणों-अवगुणों का मूल्यांकन कीजिए।
3. आपके द्वारा इस गंभीर समस्या को नियंत्रित करने के लिए उठाए जा सकने वाले कुछ व्यावहारिक कदमों की चर्चा कीजिए।

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The case involves the problem of manual scavenging in a very poor district. Manual scavenging is prohibited by law. ~~Also~~ ~~Also~~ The number of manual scavengers is reported to be very low. There is political pressure to manipulate data to show the district in better light.

1. Ethical Issues associated with manual scavenging

(i) It violates the human rights of people who are forced either by society or by circumstances to become manual scavengers. It is against human dignity.

(ii) Manual scavenging is associated with severe forms of social exclusion. Manual scavengers are considered "unclean" and socially ostracised.

(iii) It pays very less, which in turn makes them poor and unable to even meet their basic needs. Children are denied equal opportunity.

(iv) It is illegal. And yet it is prevalent due to social acceptance of the practice. Since manual scavengers have no other employment option, they fall back to manual scavenging.

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2. Options:

(i) Succumb to political pressure and manipulate data.

Merits:

* Political authorities will be pleased
* Media may get carried away by the new data and praise the district administration.
* The sole source of livelihood of poor manual scavengers will be saved.
* People who own dry latrines will ~~have to~~ continue to be able to get them cleaned.

Demerits:

* Will be against my professional integrity.
* I would have failed ~~as~~ in my duty.
* This malpractice can come to light later and I may get into trouble.
* Even with fabricated numbers, there will be empirical proof that manual scavenging prevails — because dry latrines will continue to exist. Just fabricating data may not be enough.

(ii) Stand against political pressure and present the numbers as they are.

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Merits:

* Will ~~some~~ protect my professional integrity.
* I will ~~have~~ be doing my duty.
* Unless the problem is accepted, it cannot be solved. This will be the first step towards solution.

Demerits

* Political ~~executive~~ authorities may be angry.
* Political authorities may be vindictive.
* May reflect badly ~~on~~ on my performance as the District magistrate.
* Media may increase its criticism of the district administration

(iii) Take immediate steps so that the number of manual scavengers actually comes down. Then I will not need to fabricate data.

Merits:

* Protect my professional integrity.
* Will be performing my duty.
* Political authorities will be satisfied.
* Media may praise district administration.
* Will show that I am a good administrator

Demerits

* Owners of dry latrines may resort to open defecation.

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livelihoods of manual scavengers may be in danger.

3. Steps to control this problem:

(i) Identify the sections that are employed as manual scavengers. Try to find out what kind of work is suited for them. If possible, get them enrolled for skilled development. Try to find gainful employment for them.

(ii) Identify owners of dry latrines: Tell them that it is an unhealthy, demeaning and illegal practice. They should be asked to stop.

(iii) Make sure that the law prohibiting manual scavenging is implemented strictly.

(iv) media campaign raising awareness against manual scavenging.

(v) Raising awareness in local community against manual scavenging.

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10. You are SP of a district where the use of drugs is prevalent, especially among the youth. The neighbouring districts are also suffering from the same problem. There is a huge hue and cry in the national media about the drug issue and the government and political parties are pressurising the police and district administration to act on the issue. A big deal of drugs is busted by the police in your area and all the culprits have been arrested. However, even before you reach your office, a minister from the ruling party of the state calls and asks you to release few of the culprits. You have long suspected the role of many senior leaders in this drug menace of the state. You have also been informed by your juniors that a few officers who dared to act against people involved in drug dealings were transferred or suspended on wrong charges earlier.

1. Identify the options available to you.
2. Evaluate the pros and cons of each of your options. 20

आप एक ऐसे जिले के एस.पी. हैं जहां मादक पदार्थों का व्यापक उपयोग होता है, विशेष रूप से युवाओं के बीच यह सर्वाधिक प्रचलित है। पड़ोसी जिले भी इसी समस्या से ग्रसित हैं। मादक पदार्थों से जुड़े मुद्दे के संबंध में राष्ट्रीय मीडिया में हायतौबा मची है और इस मुद्दे पर कार्रवाई करने के लिए सरकार और राजनीतिक दल पुलिस एवं जिला प्रशासन पर दबाव डाल रहे हैं। आपके क्षेत्र में मादक पदार्थों की एक बड़ी डील का पुलिस द्वारा भंडाफोड़ किया जाता है और सभी अपराधियों को गिरफ्तार कर लिया जाता है। हालांकि, इससे पहले कि आप अपने कार्यालय पहुंचते, राज्य के सत्तारूढ़ दल का एक मंत्री आप को बुलाता है और कुछ अपराधियों को छोड़ने के लिए कहता है। आप लंबे समय से राज्य में मादक पदार्थ से जुड़े इस खतरे में कई वरिष्ठ नेताओं की भूमिका पर संदेह करते रहे हैं। आपको, आपके कनिष्ठों द्वारा सूचित किया जाता है कि मादक पदार्थों की डीलिंग में सम्मिलित लोगों के विरुद्ध कार्रवाई करने का साहस जुटाने वाले कुछ अधिकारियों को पूर्व में गलत आरोपों में स्थानांतरित या निलंबित किया जा चूका है।

1. स्वयं के समक्ष उपलब्ध विकल्पों की पहचान कीजिए।
2. अपने प्रत्येक विकल्पों के पक्ष-विपक्ष का मूल्यांकन कीजिए।

The case involves a big drug bust in a district which is suffering the menace of drug use among youth. There is political pressure to release a few of the culprits.

In such a case, I should be led by – integrity,

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honesty, fearlessness, service orientation, leadership, duty

Options available and there pros and cons.

1. Release some culprits, as asked by the minister.

~~(i) Against integrity, honesty, duty.~~

Pros:
(i) Minister will be satisfied. I may get some favours later.
(ii) I will not risk being transferred, suspended.

Cons:
(i) Against integrity, honesty, duty.
(ii) Lower the morale of the force, as well as my own morale.
(iii) The drug problem will ~~not~~ (most probably) not be solved as some ~~ca~~ alleged criminals have been released.
(iv) It will set a bad precedent.

2. Stand against political pressure, say a blunt "NO" to the minister.

Pros:
(i) Will protect integrity, honesty.
(ii) morale of police force and my own morale

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will be high.
(iii) It will be the first step towards solving the problem of drug use.

Cons:
(i) The minister may be vindictive.
(ii) I may get transferred, suspended.

3. Release some culprits as asked. But take strong measures to stop drugs from coming into the district and also prevent drug use.

Pros:
(i) Minister will be happy. I may get favours later.
(ii) I will not risk getting transferred or suspended, at least ~~[illegible]~~ not immediately.
(iii) Drug problem is likely to come down in due course.

Cons:
(i) Against integrity, honesty
(ii) Lower morale of police force.
(iii) If the minister can interfere in a drug bust, he/she can definitely ~~[illegible]~~ stall my plans of curbing drug use.
(iv) The guilty will go unpunished.

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4. Explain to the minister that the drug problem is a very serious problem. If he/she is instrumental in solving the problem, it will be politically beneficial. Also, that the drug bust was a public affair, with media coverage. Releasing culprits will attract condemnation for both the minister as well as the district administration. So, I will not be able to release the culprits and will have to continue with the enquiry.

Pros:

(i) The minister is likely to understand and agree.

(ii) Boost for both my morale and the morale of the police force.

(iii) The drug problem is likely to come down.

(iv) The guilty will be punished.

(v) I would have upheld — integrity, honesty.

(vi) I would have performed my duty.

Cons:

(i) The minister may not agree

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11. You are the manager of a small hotel which maintains high standards of ethics in dealing with its customers. One day a person comes to your hotel and enquires about booking a room at your hotel. However, due to peak season, all rooms were already booked and hence the staff politely informed him about the unavailability. The person, however, was adamant and took this as a personal insult and started misbehaving with the staff present at the counter. Citing his political connection he also threatened the staff of severe consequences. Next day the person lodged a frivolous complaint with the police under the stringent SC/ST act. In his complaint he accused you and your staff of insulting him deliberately on the basis of his caste. He insisted further that he was denied a room at your hotel due to the caste he belongs to.

1. What are the options available to you?
2. Evaluate each of these options and choose the option which you would adopt, giving reasons. 20

आप एक छोटे से होटल के प्रबंधक हैं जिसका अपने ग्राहकों से व्यवहार का उच्च नैतिक मानक है। एक दिन एक व्यक्ति आपके होटल में आता है और आपसे होटल में कमरा बुक करने के संबंध में पूछताछ करता है। हालांकि, पीक सीजन होने के कारण सभी कमरे पहले से ही बुक हैं और इसलिए कर्मचारी विनम्रता पूर्वक उसे अनुपलब्धता के संबंध में सूचित करता है। लेकिन वह व्यक्ति हठी था और इसे व्यक्तिगत अपमान के रूप में ले लेता है और काउंटर पर उपस्थित कर्मचारियों के साथ दुर्व्यवहार पर उतर आता है। अपने राजनीतिक संबंधों का हवाला देते हुए वह कर्मचारियों को गंभीर परिणाम की धमकी देता है। अगले दिन वह व्यक्ति कठोर एस.सी./एस.टी. अधिनियम के तहत पुलिस के पास ओछी शिकायत दर्ज करवाता है। अपनी शिकायत में वह आप पर और आपके कर्मचारियों पर अपनी जाति के आधार पर जानबूझ कर अपमान करने का आरोप लगाता है। वह आगे कहता है कि वह जिस जाति से संबंध रखता है, उसके कारण उसे आपके होटल में कमरा देने से मना किया गया था।

1. आपके समक्ष उपलब्ध विकल्प क्या हैं?
2. इनमें से प्रत्येक विकल्प का मूल्यांकन कीजिए और स्वयं द्वारा चुने जाने वाले विकल्प का कारण बताइए।

The case involves a ~~private~~ frivolous ~~lawsuit~~ complaint under the SC/ST Act. There are allegations of caste discrimination.

My course of action should be guided by —

Don't write anything this margin (इस भाग में कुछ ना लिखें)

integrity, dutifulness, emotional intelligence, trust in the legal system.

Options available to me, and their evaluation:

1. Arrange for a room for the complainant by either giving him ~~a reserved to~~ a special purpose reserve room (if available) or by cancelling someone else's booking. Asking him to take back his complaint in return.

Pros:
(i) He is likely to take back the complaint.
(ii) I will be saved the hassles.
(iii) Image of the hotel will remain unblemished.

Cons:
(i) An innocent might get unnecessarily punished if someone else's booking is cancelled.
(ii) Will set a bad precedent.
(iii) Will be against my own and my organisation's integrity.
(iv) Such frivolous complaints ~~make the~~ trivialise the serious problem of discrimination against SC/ST. This option will encourage such frivolous complaints.

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2. Not succumb to pressures. Be ready to face the legal process.

Pros:

(i) Will uphold my own and my organisation's integrity.

(ii) Will be a ~~right~~ fitting reply to people who flaunt their political connections.

(iii) Will not stand legal scrutiny as we did not even know the person's caste.

Cons:

(i) I may have to go through a lot of ~~bu~~ bureaucratic hassles.

(ii) The image of the hotel may be tarnished.

(iii) The person may be vindictive and may take extra-legal revenge.

3. Talk to the person, try to find whether he actually felt hurt and thought that the hotel is discriminating against him. If that seems to be the case, make is clear that our hotel does not indulge in such practices. In fact, we did not even know the person's caste. Assure him of ~~a~~ top-class service whenever he stays at our hotel. ~~Ask~~ Request him to take back his complaint.

Pros:

(i) If the person filed the complaint in the heat of the moment. He is likely to take ~~back~~ back the complaint.

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(ii) It is likely that the problem is solved through dialogue.

(iii) I am likely to be saved a lot of hassles.

(iv) Image of hotel remains unblemished.

(v) My own and my organisation's integrity will be protected.

Cons:

(i) He may not agree.

~~Opt~~ I would adopt the 3rd option.

Reasons:

(i) As a manager, it is my duty to display emotional maturity.

(ii) It is also my duty to protect my organisation from needless controversies.

(iii) There is a chance that the person genuinely felt that he was being discriminated against.

(iv) I am likely to gain a loyal customer by the end of the ordeal.

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Don't write anything this margin (इस भाग में कुछ ना लिखें)

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Don't write anything this margin (इस भाग में कुछ ना लिखें)

12. You are the Health Secretary in a state where there is an outbreak of dengue and chikungunya diseases. There have been reports of negligent attitude of some private hospitals in the city. Also, the public hospitals do not have the required infrastructure and staff to meet such increased number of cases in a short span of time. Additionally, the staff is demoralised by the increased working hours and the public outrage. Despite the efforts of the local authorities this issue emerges year after year.

1. What are the immediate steps which should be taken in such a situation?
2. Suggest some long term measures to ensure that such a situation is not repeated. 20

आप एक ऐसे राज्य में स्वास्थ्य सचिव हैं जहां डेंगू और चिकनगुनिया रोगों का प्रकोप है। शहर में कुछ निजी अस्पतालों के उपेक्षा भरे रवैये की भी सूचना है। इसके साथ ही, सरकारी अस्पतालों में इतने कम समय में इन मामलों की इतनी बढ़ती संख्या का सामना करने के लिए आवश्यक अवसंरचना और कर्मचारी नहीं है। इसके अतिरिक्त, कर्मचारी काम के घंटे में वृद्धि और जनता के आक्रोश से हतोत्साहित हैं। स्थानीय प्राधिकरणों के प्रयासों के बावजूद यह समस्या वर्ष दर वर्ष बढ़ती जा रही है।

1. ऐसी स्थिति में उठाये जा सकने वाले तत्कालिक कदम क्या होंगे?
2. यह सुनिश्चित करने के लिए कि ऐसी स्थिति की पुनरावृत्ति न हो, कुछ दीर्घकालिक उपायों का सुझाव दीजिए।

The case involves outbreak of dengue and chikungunya. Public hospitals are not able to cope with the increased workload, staff is also demoralised. Some Private hospitals are showing negligent attitude.

I should be led by — Objectivity, Leadership, Empathy, Duty to uphold Rule of Law.

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1. Immediate steps that should be taken:

(i) Notice to all private hospitals, especially those accused of showing negligent attitude, to fall in line. ~~Otherw~~ Otherwise strict action will be taken.

(ii) Trying to ~~su~~ ~~support~~ augment public hospitals in terms of infrastructure, staff, etc to the extent possible.

(iii) Awareness among the people that they should not panic and that all cases do not need hospitalisation.

(iv) Talk to staff. Motivate them by pointing out how their work is of utmost importance. Also make sure that they get at least the bare minimum rest.

(v) Measures to control the diseases — fumigation, curbing breeding of mosquitoes, awareness among people

2. Long term measures:

(i) Drains should be cleaned. All places which breed mosquitoes should be cleaned.

(ii) Awareness among people that it is their responsibility too to prevent outbreak

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of these diseases.

(iii) Increasing the capabilities of public hospitals in terms of number of beds, medicines, staff.

(iv) Regular talks with staff in order to keep them motivated.

(v) consultation with private hospitals to point out to them they should always be ready to help people out during emergencies.

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13. As a Forest Officer, you are receiving increasing complaints of certain animals ruining the farms and causing damage to crops. This is creating an undue financial burden for the farmers who are in deep distress because of the uncontrolled damage. Consequently, the farmers are demanding you to put forward a request for culling of animals. You are an animal lover and against culling of animals. You had made efforts to control the menace but the population of animals has increased beyond the managing capacity.

1. What are the options available to you? Evaluate each of these options and choose the option which you would adopt, giving reasons.
2. Also suggest some long term measures to ensure that such a situation is not repeated. 20

एक वन अधिकारी के रूप में, आपको कुछ जानवरों द्वारा खेतों को बर्बाद करने और फसलों को क्षतिग्रस्त करने की बढ़ रही शिकायतें मिलती हैं। यह ऐसे किसानों पर अनुचित वित्तीय बोझ डाल रहा है जो अनियंत्रित क्षति के कारण गहरे संकट में हैं। परिणामस्वरूप, किसान जानवरों को मारने के लिए आपसे अपने वरिष्ठों से अनुरोध करने की मांग कर रहे हैं। आप पशु प्रेमी हैं और जानवरों को मारने के विरुद्ध हैं। आपने उक्त समस्या को नियंत्रित करने का प्रयास कर चुके हैं, लेकिन जानवरों की आबादी प्रबंधन क्षमता से अधिक बढ़ गई है।

1. आपके समक्ष उपलब्ध विकल्प क्या हैं? इन उपलब्ध विकल्पों में से प्रत्येक का मूल्यांकन कीजिए और बताईए कि आप किस विकल्प को चुनेंगे। अपने उत्तर के पक्ष में तर्क दीजिए।
2. इसके साथ ही यह सुनिश्चित करने के लिए कि ऐसी स्थिति की पुनरावृत्ति न हो, कुछ दीर्घकालिक उपायों का सुझाव दीजिए।

The case involves the rising population of certain animals that are causing crop damage. There are demands to put ~~forw~~ forward a request for culling of animals.

Ethical dilemma: I am an animal lover and against culling of animals. But, the rising population of these animals is causing distress to farmers. The ~~dil~~ dilemma is — (Personal ethics) vs (Duty).

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1. Options available:

(i) Put forward a request of culling animals.

Pros:

* People will be satisfied.
* Population of problematic animals likely to come down.
* Alleviation of distress of farmers

Cons

* Against personal ethics
* Unlikely that this will be carried out in a scientific way which requires maintenance of a certain sex-ratio and age composition.
* Will promote violence among people which can spill over to other aspects of life.

(ii) Not put forward a request of culling animals

Pros:

(i) Personal ethics will be upheld.
(ii) Will stop propagation of ~~to~~ violence

Cons:

(i) Farmers in distress, crop damage.
(ii) I will have failed in my duty by

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giving higher priority to my personal preferences.

Option I would adopt:

I would adopt the 1st Option.

Reasons:

(i) As mentioned, efforts to control the menace (like electric fence, crackers, etc) have already failed. There has to be a quick short-term solution. Human lives matter more than animal lives.

(ii) I should not allow my personal preferences to cloud my judgement.

(iii) People are likely to shoot and poison these animals anyway, even if culling is not allowed. Indiscriminate killing can wipe out whole species, culling is better.

2. Long term measures:

(i) Sterilization programme to reduce population growth.

(ii) Better fences.

(iii) ~~Ent~~ The whole food web should be maintained so that almost every species has some natural

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~~pred~~ predators.

(iv) A call to traditional values of the people. Remind them that they used to live with these animals in harmony in the past. Our culture values every life-form.

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14. Dr. A.K. Singh, a professor of medicine, is a prominent cardiologist. His personal financial investments include significant stock holdings in three publicly traded biotechnology firms. He is approached by one of these firms to be a lead investigator in a therapeutic trial of a novel agent for preventing tissue damage from myocardial infarction (MI). This will be a randomized double-blinded, placebo-controlled clinical trial (neither patient nor physician will know whether the drug under investigation or a placebo is being used in a given patient). Dr. Singh is quite familiar with the preliminary animal and cell biology work in the area and believes that there is an excellent chance that this new drug will result in a significant improvement in survival and reduce damage to the heart muscle. He even thinks this novel agent may reduce the risk of heart failure and irregular beats. Dr. Singh's group is one of the few cardiology groups fully prepared to carry out this investigation, which is why he was contacted. He cares for a large number of patients with MI and believes that he could enroll numerous patients efficiently. The drug will only be available to his patients if his group participates in the trial. The company is offering Rs. 25 lakh for each patient enrolled. As a lead investigator, he will become much better known and will likely experience an increase in referrals if the trial succeeds.

1. Is Dr. Singh's participation in this study appropriate? Justify your position.
2. Does Dr. Singh have a conflict of interest? If so, what is the nature of the conflict? How could it be mitigated.
3. How would the nature of the conflict of interest be different had he not already owned stock, but instead had been offered stock as a form of compensation for conducting the study? 20

मेडिसिन के प्रोफेसर डॉ. ए. सिंह प्रमुख हृदय रोग विशेषज्ञ हैं। उनके व्यक्तिगत वित्तीय निवेश में सार्वजनिक रूप से व्यापार करने वाली जैव प्रौद्योगिकी की तीन कंपनियों में बडी शेयर धारिता सम्मिलित है। उनसे म्योकॉर्डियल इन्फैक्र्सन (एम.आई.) से ऊतकों को होने वाली क्षति की रोकथाम करने के लिए एक नए एजेंट के चिकित्सीय परीक्षण में प्रमुख अन्वेषक बनने के लिए इन में से एक कंपनी द्वारा संपर्क किया जाता है। यह अक्रमिक, दोहरा अज्ञात, प्लेसबो- नियंत्रित नैदानिक परीक्षण है (परीक्षण या प्लेसबो के अंतर्गत औषधि, रोगी में प्रयोग की जा रही है या नहीं, न तो रोगी और न ही चिकित्सक को इसका पता चलता है)। डॉ. सिंह इस क्षेत्र में आरंभिक जन्तु और कोशिका जीव विज्ञान के काम से काफी परिचित है। उनका मानना है कि इस नई दवा के परिणामस्वरूप जीवन में महत्वपूर्ण सुधार होने की बहुत अच्छी संभावना है और हृदय

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की मांसपेशियों की क्षति भी कम होगी। उन्हें यहां तक लगता है कि यह नया एजेंट हृदयाघात और अनियमित धड़कन का खतरा कम कर सकता है। डॉ. सिंह का समूह इस प्रकार के परीक्षण का संचालन करने के लिए पूर्णतया तैयार कुछ हृदय रोग विशेषज्ञ समूहों में से एक है, इसीलिए उनसे संपर्क किया गया है। वह एम.आई. से बड़ी संख्या में रोगियो का इलाज करते हैं और उनका मानना है कि वह कई रोगियों को कुशलता से नामांकित कर सकते है। यह दवा उनके मरीजों के लिए केवल तभी उपलब्ध होगी यदि उनका समूह इस परीक्षण में भाग लेगा। कंपनी, प्रत्येक नामांकित रोगी के लिए 25 लाख रुपए प्रदान कर रही है। प्रमुख अन्वेषक के रूप में, वह अधिक प्रसिद्ध हो जाएंगे और यदि परीक्षण सफल हो जाएगा तो रेफरल में वृद्धि की संभावना होगी।

1. क्या इस अध्ययन में डॉ. सिंह की भागीदारी उचित है? अपना औचित्य सिद्ध कीजिए।
2. क्या डॉ. सिंह हितों के टकराव से जुड़े हैं? यदि हां, तो ऐसे टकराव की प्रकृति क्या है? इसका शमन कैसे किया जा सकता है।
3. यदि उनके नाम पहले से ही शेयर नहीं होते तथा उक्त अध्ययन के संचालन के एवज में शेयर का प्रस्ताव किया गया होता तो हितों के टकराव की प्रकृति किस प्रकार अलग होती?

The case involves the question of participation of a cardiologist in therapeutic trial of a novel drug. The trial will be double-blind, placebo controlled. The cardiologist owns stocks in the company that is about to undertake the trial.

1. I do not think that ~~the~~ Dr Singh's participation in this study is appropriate because of <u>conflict of Interest</u>.

(i) He owns stocks in the company. ~~He~~ He is likely to ~~want pat~~ unduly influence his

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patients to take part in the tests.

(ii) He is being offered a large sum (Rs 25 lakh / patient). This may cause him to unduly influence his patients to take part in the tests.

The patients are not specialists, they are not likely to realise the dangers that a ~~drug~~ therapeutic trial entails. An in this case, there are chances that they are being unduly influenced. This may be bad for patients health.
And as a doctor, he is duty bound to protect the health of his patients.

2. Yes, Dr Singh has a conflict of interest.

(i) He owns stocks in the company that is undertaking the trial.

(ii) He is being offered a large sum (Rs 25 lakh/ patient) to get them enrolled.

So, it is in his interest to get patients enrolled.

But, therapeutic trials can have adverse health affects. ~~So, as a doctor~~
But, As a doctor, his duty is to protect his patients' health.

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The conflict of interest can be mitigated by:
(i) Selling his stakes in the company. and not accepting Rs 25 lakh for enrolling every patient.
(ii) Not participating in the therapeutic trial.
(iii) Recusing himself from ~~to~~ being the doctor of the patients he gets enrolled.

3. The conflict of interest would remain because although he does not already have stakes. He would still have monetary ~~interse~~ interests in getting patients enrolled. He could still unduly influence patients to get themselves enrolled in the trial.

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GENERAL STUDIES (TEST CODE : 764)

Name of Candidate	UTSAV KAUSHAL		
Medium Hindi/Eng.	ENGLISH	Registration Number	11056
Center	ORN	Date	18/11/2016

INDEX TABLE

Q. No.	Maximum Marks	Marks Obtained
1(a)	10	
1(b)	10	
2(a)	10	
2(b)	10	
3(a)	10	
3(b)	10	
4(a)	10	
4(b)	10	
5(a)	10	
5(b)	10	
6	10	
7	10	
8	10	
9	20	
10	20	
11	20	
12	20	
13	20	
14	20	

Total Marks Obtained:

Remarks:

INSTRUCTIONS

1. Do furnish the appropriate details in the answer sheet (viz. Name, Registration Number and Test Code).
   उत्तर पुस्तिका में सूचनाएं भरना आवश्यक है (नाम, प्रश्न-पत्र कोड, विद्यार्थी क्रमांक आदि)।
2. There are **FOURTEEN questions** printed in **ENGLISH & HINDI**
   इसमें चौदह प्रश्न हैं तथा **अंग्रेजी और हिन्दी** में छपे हैं।
3. All questions are compulsory.
   सभी प्रश्न अनिवार्य हैं।
4. The number of marks carried by a question/part is indicated against it.
   प्रत्येक प्रश्न/भाग के अंक उसके सामने दिए गए हैं।
5. Answers must be written in the medium authorized in the Admission Certificate, which must be stated clearly on the cover of this Question-Cum-Answer (QCA) Booklet in the space provided. No marks will be given for answers written in medium other that the authorized one.
   प्रश्नों के उत्तर उसी माध्यम में लिखे जाने चाहिए जिसका उल्लेख आपके प्रवेश पत्र में किया गया है और उस माध्यम का स्पष्ट उल्लेख प्रश्न-सह-उत्तर (क्यूसीए) पुस्तिका के मुख्य पृष्ठ पर अंकित निर्दिष्ट स्थान पर किया जाना चाहिए। उल्लिखित माध्यम के अतिरिक्त अन्य किसी माध्यम में लिए गए उत्तर पर कोई अंक नहीं मिलेंगे।
6. Word limit in questions, if specified, should be adhered to.
   प्रश्नों में शब्द सीमा, जहाँ विनिर्दिष्ट है, का अनुसरण किया जाना चाहिए।
7. Any page or portion of the page left blank in the Question-Cum-Answer Booklet must be clearly struck off.
   उत्तर पुस्तिका में खाली छोड़ा हुआ पृष्ठ या उसके अंश को स्पष्ट रूप से काटा जाना चाहिए।

EVALUATION INDICATORS

1. Alignment Competence
2. Context Competence
3. Content Competence
4. Language Competence
5. Introduction Competence
6. Structure - Presentation Competence
7. Conclusion Competence

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

All the Best

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Answer the following questions in not more than 150 words each:

1. **(a)** Cultural diversity has made emotional intelligence crucial for Indian administration. Comment. 10

सांस्कृतिक विविधता ने भारतीय प्रशासन के लिए भावनात्मक बुद्धिमत्ता को महत्वपूर्ण बना दिया है। टिप्पणी कीजिए।

Emotional intelligence means the ability to :

1. understand and regulate one's own emotions
2. understand other's emotions and act accordingly.

Due to immense cultural diversity, what may be acceptable to one person may be offensive to someone else.

In such a situation, it is important to realise that ~~f~~ none of them is wrong, they are just different.

This requires emotional intelligence.

Thus, if the administration is to behave in a sensitive manner, making room for the immense diversity, it has to possess emotional intelligence.

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1. **(b)** Family and school are important agents of socialization in a child's life. Comment on the role of family and school as a source of values. Give an example of a situation where these acquired values guided you in a situation of dilemma. 10

परिवार एवं विद्यालय बच्चे के जीवन में समाजीकरण के महत्वपूर्ण कारक हैं। मूल्यों के स्रोत के रूप में परिवार एवं विद्यालय की भूमिका पर टिप्पणी कीजिए। एक ऐसी परिस्थिति का उदाहरण दीजिए जहाँ इन अर्जित मूल्यों ने दुविधा की स्थिति में आपका मार्गदर्शन किया हो।

Values are preferences that an individual attaches to objects, ideas, etc.

A child learns most of ~~its~~ its values through socialisation, i.e. by interacting and learning from other individuals in the society.

Family and school are the two most important sources of socialisation because:

1. The child goes to these places since it is very young and impressionable.
2. The child trusts ~~to~~ its parents / teachers.
3. In turn, parents and teachers are also likely to pay special attention to the child.

Values that a child is likely to learn ~~at~~ in family and school:

Tolerance, Selflessness, Leadership, Empathy, Courage, Determination.

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Example:

Recently while travelling in the Metro Train, I was sitting at a place which was NOT reserved for ladies/senior citizens. I saw an old man standing. Since I was tired, I did not ~~to~~ give up my seat for him. But I also knew that it must be tough for the old man to keep standing. This was my dilemma.

I was helped by the values of selflessness and empathy that I had learned at my ~~home~~ family and school. So, I got up and gave my seat to the ~~to~~ elderly ~~get~~ gentleman.

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2. Given below are two quotations. Bring out what they mean to you in the present context:

नीचे दो उद्धरण दिए गए हैं। स्पष्ट कीजिए कि वर्तमान संदर्भ में वे आपके लिए क्या अर्थ रखते हैं:

(a) "We are what our thoughts have made us; so take care about what you think. Words are secondary. Thoughts live; they travel far." 10

"हम वो हैं जो हमें हमारी सोच ने बनाया है, इसलिए इस बात का ध्यान रखिये कि आप क्या सोचते हैं। शब्द गौण हैं। विचार जीवित रहते हैं, वे दूर तक यात्रा करते हैं".

(a) Gandhiji said that even thinking something bad about someone is violence. Violence need not only be in action or words.

Thoughts are the origin of words and actions. Even if thoughts are not articulated in words, they still remain in our heads. And because they remain in our heads, they influence our future thoughts, words and actions.

Therefore, the importance of thoughts is not diminished just because they were not said or written down.

This makes it necessary for our thoughts (and not only our words) to be noble. We should uphold the most cherished

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values like selflessness, ~~objectivity~~, integrity, empathy, courage, etc in our thoughts.

This is easy for an honest person.
Because the definition of honesty is "concurrence between thoughts, words, and actions."

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2. **(b)** "A man's conscience and his judgement is the same thing and as the judgement, so also the conscience, may be erroneous." 10

"मनुष्य का **अंतःकरण** एवं उसका निर्णय एक ही चीज़ है, इसलिए निर्णय के समान ही मनुष्य का **अंतःकरण** भी गलत हो सकता है।"

Conscience is the moral compass that tells us right from wrong.

Judgement makes use of facts, logic, etc to find the most appropriate solution.

They are similar concepts: Conscience leans a little towards morality and judgement leans a little towards rationality.

When we use our conscience to make decisions, we are essentially ~~rel~~ relying upon our values, morals, ~~ethics~~ ethics, experiences, etc.

For judgement, we rely upon facts, logic, experiences, etc

It is important to know that both can fail. What may seem conscientious may turn out to be wrong. What we

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think is an judgement can also be false.

In such a case, it is the duty of the upright individual to accept mistake, and make amends so that such mistakes do not happen in the future.

Example: One man's conscience says that capital punishment is wrong. Another man's conscience says otherwise. ~~At least one~~ Both of them cannot be right.

Similarly for judgement

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3. (a) "The love of one's country is a splendid thing. But why should love stop at the border?" What do you understand by nationalism? What significance does it hold in your life? 10

"अपने राष्ट्र के प्रति प्रेम एक उत्कृष्ट विचार है, किन्तु यह प्रेम एक सीमा पर समाप्त क्यों हो जाना चाहिए?" राष्ट्रवाद से आप क्या समझते हैं? आपके जीवन में इसका क्या महत्व है?

Nationalism is the feeling of one-ness and belonging in the people ~~of one~~ from a single nation-state.

Nationalism is one of the strongest ~~feelings~~ feelings that one can feel, including me.
Nationalism has guided most of the freedom struggles around ~~the~~ the world. Soldiers sacrifice their lives for their nations, with a smile on their lips. People want their nation, which is an abstract entity in itself, to progress and be the greatest.

However, we have come across certain worrying trends lately:
1. Putting nationalism above everything else

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like tolerance, human rights.

2. Asking people to prove their nationalism.

3. Renouncing anyone who differs in opinion by calling them an anti-national.

We should realise that nationalism is a cherished value. But it is not the only or the most noble value.

The most noble values at those which are enshrined in our constitution — Democracy, Secularism, Justice, Equality, Fraternity, Freedom, etc.

It is these values to protect which is our foremost responsibility.

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3. **(b)** A 'Good Samaritan' legal protection is vital to encourage people to offer assistance without the fear of any criminal or civil liability. Discuss the statement in the context of India's unacceptably high rate of road accident fatalities due to the inability of victims to get timely medical treatment. 10

लोगों को किसी आपराधिक या नागरिक दायित्व के भय से मुक्त होकर सहायता प्रस्तुत करने हेतु प्रोत्साहित करने के लिए 'दयावान व्यक्ति' का विधिक संरक्षण महत्वपूर्ण है। भारत में पीड़ितों द्वारा समय पर चिकित्सा उपचार प्राप्त करने में विफल रहने के कारण, सड़क दुर्घटनाओं में बढती मृत्यु दर अत्यधिक रूप से उच्च है, के संदर्भ में इस कथन की चर्चा कीजिए।

We often come across news that a ~~person~~ victim of road accident kept lying in a pool of blood by the roadside and no one came to his help. This leads to death in most cases as the first few minutes are the most crucial.

People do not come forward for help because:

1. They are afraid of harassment by the police.
2. The judicial procedure is a punishment in itself

To solve these issues, sometime ago the Supreme court recommended a "Good Samaritan Law" to give legal protection

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to those who come forward to help accident victims.

Such a law is of utmost importance.

1. It guarantees that the person who come forward for help will be able to leave after getting the victim admitted to a hospital.

2. Guarantees no harassment by the police.

This is a commendable step and will definitely help in reducing accident-deaths.

We need to raise awareness about this Good Samaritan Law.

Also, monetary rewards can be thought of as an incentive to bring accident victims to hospitals.

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4. (a) "There may be times when we are powerless to prevent injustice, but there must never be a time when we fail to protest." Discuss the significance of this statement in present day India. 10

"ऐसा समय हो सकता है कि जब हम अन्याय को रोकने के लिए शक्तिहीन हों, किन्तु ऐसा समय कभी नहीं होना चाहिए कि हम विरोध करने में विफल हो जाएँ।" वर्तमान भारत में इस कथन के महत्व की चर्चा कीजिए।

Gandhiji said that those who do not protest against a crime are as guilty as the perpetrators of the crime.

There are situations when we know that an injustice is happening. But because of the situation, we may be unable to prevent the injustice from happening.

Example: If ~~we~~ I see a group of young men molesting a young woman, ~~and we~~ and ~~we are~~ I am alone. We know that the group of men can ~~are~~ easily overpower me. So, it is unlikely that I will be able to stop the injustice.

However, this does not mean that I do not do anything. In the above

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situation, it is my duty to protest.

~~Failure to protest agg~~

Protesting entails its own risk. But it is highly likely that hearing my protest, other people will also come forward for help. Or at least the same group of men will be more afraid in doing similar acts in the future.

So, failure to protest against injustice is unforgivable.

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4. **(b)** Around the world, more than 125 million people need humanitarian aid. With special reference to financial assistance, discuss the various ethical issues involved in addressing the needs of those in dire circumstances. What measures can be undertaken to ensure that donations and aids for such purposes are thoroughly channelled to meet their targets. 10

विश्वभर में 125 मिलियन से अधिक लोगों को मानवीय सहायता की आवश्यकता है। वित्तीय सहायता के विशिष्ट संदर्भ में, कठिन परिस्थितियों में फंसे हुए लोगों की आवश्यकताओं का समाधान करने से संबंधित नैतिक मुद्दों की चर्चा कीजिए। यह सुनिश्चित करने के लिए क्या उपाय किए जा सकते हैं कि इस प्रकार के उद्देश्यों के लिए दिए जाने वाले दान एवं सहायता लक्षित लोगों तक उचित रूप से पहुँचे।

Humanitarian aid is very essential to save lives and ~~keep~~ provide healthcare in many regions like: Syria, Afghanistan, Africa, etc.

However there are some ethical issues with financial assistance:

1. Financial assistance is used as an excuse to excessively interfere in a country's internal affairs.
2. Financial assistance makes countries too dependent. E.g. Pakistan.
3. Financial assistance can fall in the hands of despots which use it to oppress their own people. Eg. So many warlords in Africa.

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Measures:

1. Increased transparency ~~in~~ as to whom and for what purpose financial aid is being given.
2. Proper auditing.
3. Strict prohibition on giving financial aid to despots and autocrats. They should only be given aid in food, medicines, etc (i.e. in kind, not in cash).
4. Financial aid should not be allowed to become an excuse to control a financially weaker country.
5. Financial aid should preferably be channelled through the United Nations.

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5. (a) While discretion is necessary for effective discharge of duties, it is also a major factor responsible for corruption in administration at all levels. Comment. In this context, suggest some ways in which smooth execution of responsibilities can be ascertained while minimising corruption. 10

यद्यपि कर्तव्यों के प्रभावी निर्वहन के लिए विवेकाधिकार आवश्यक है, किंतु यह प्रशासन के सभी स्तरों में भ्रष्टाचार का भी एक प्रमुख कारक है। चर्चा कीजिए। इस प्रसंग में कुछ ऐसे उपाय सुझाइए जिनके माध्यम से भ्रष्टाचार में अधिकतम कमी करते हुए उत्तरदायित्वों का सुचारु कार्यान्वयन सुनिश्चित किया जा सके।

Discretion means the power of an authority to use his/her own judgement (and not any written rule) to take a decision.

~~Since not~~ Not all situations can be codified. And administration is such a dynamic field that new and unique situations keep cropping. ~~The~~ Without any discretion officials will always be waiting for the appropriate rules, laws, etc which may take too much time. And by that time it may be too late. Therefore, a little discretion is necessary.

However, discretion can be misused to give undue favours to a particular

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party and receive kick-backs later. This is why discretion is said to be the source of corruption

Measures:

1. Wherever there is an element of discretion, there should be an underlying framework on which decisions should be based.

2. Code of Ethics.

3. Bonafide mistakes should be pardoned.

4. Malafide ~~xxx~~ decisions should attract punishment.

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5. **(b)** What do you understand by corporate ethics? Giving examples, highlight the ethical issues faced by CEOs in the current competetive environment, with special reference to government owned enterprises. 10

कॉरपोरेट नैतिकता से आप क्या समझते हैं? सरकार के स्वामित्व वाले उद्यमों के विशेष संदर्भ में, वर्तमान प्रतिस्पर्धात्मक वातावरण में CEOs द्वारा सामना किए जाने वाले नैतिक मुद्दों पर उदाहरण सहित प्रकाश डालिए।

Corporate ethics are the set of standards that have to be upheld in corporate life. Elements of corporate ethics could be: gender equality, making profit for shareholders, no racism, upholding human rights of all, etc.

Ethical issues faced by CEOs in current competitive environment:

I. Government owned enterprises:

1. Balancing profit motive with public welfare motive: Example, the railways could increase its passenger fares to rake in profits. But this would ~~reduce~~ be bad for public welfare.

2. Balancing business decisions with political decisions: Example, public

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sector banks have to carry out many public welfare functions. These are political decisions and do not bring in much profits for the banks.

II Other enterprises

1. Remaining ethical in the face of cut-throat competition. Example, every company tries to reduce costs and increase profits. It is difficult to remain unethical when your competitors are employing unethical means and may throw you out of business.

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6. Government employees are often considered by many as being unresponsive, insensitive and corrupt. What, according to you, are the factors that cultivate such a negative attitude towards civil servants? As a young civil servant, what would be your approach to change this attitude? 10

सरकारी कर्मचारियों को अधिकांश लोगों द्वारा प्राय: अनुत्तरदायी, असंवेदनशील एवं भ्रष्ट माना जाता है। आपके अनुसार, वे कौन-से कारक हैं जो सिविल सेवकों के प्रति इस प्रकार की नकारात्मक अभिवृत्ति को विकसित करते हैं? एक युवा सिविल सेवक के रूप में इस अभिवृत्ति को परिवर्तित करने के लिए आपका दृष्टिकोण क्या होगा?

We often hear ~~about~~ complaints against the work of government employees. Seldom do people realise that government employees are almost often overburdened, paid less and are working for service motive.

Factors that cultivate a negative attitude towards civil servants:

1. People remember one bad experience and forget 99 good experiences.
2. Government offices are overburdened. It is difficult to provide the quality of private sector when the operating costs are so less.
3. A handful of bad employees spoil everyone's image.

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4. Public enterprises work for welfare motive and not profit motive. So it is more difficult to define and measure performance.

5. Government employees are not rewarded enough for good work or penalised enough for bad work.

Approach to change attitude:

1. Employee sensitisation
2. Encouraging employees to speak respectfully.
3. Using more e-governance so that government offices are less burdened.
4. Talking to employees who have a lackadaisical attitude towards work, motivating them to work better. Warning them that poor work will invite action.
5. Deputing special employees to help out people in government offices. Banks already have 'Grahak Mitras' for this purpose.

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7. Many of the present social conflicts arise due to prejudices and discrimination. Illustrate. What can be done to curb discrimination and handle prejudices? 10

कई वर्तमान सामाजिक संघर्ष पूर्वाग्रहों एवं भेदभावों के कारण उत्पन्न होते हैं। व्याख्या कीजिए। भेदभाव पर अंकुश लगाने एवं पूर्वाग्रहों को नियंत्रित करने के लिए क्या किया जा सकता है?

Social conflicts due to prejudices and discrimination.

1. Prejudice: Members of a certain community are ~~unclean~~ unclean

Conflict: Members of that community are not offered residence in many housing colonies.

2. Prejudice: Members of certain community want to marry and convert girls of the majority community.

Conflict: Communal riots.

3. Prejudice: certain people are untouchable and should not be let ~~into t~~ near temples.

Conflict: caste violence.

4. Prejudice: Women become ~~[illegible]~~ impure due to menstruation.

Conflict: Women are not allowed in some religious places.

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To ~~handle~~ curb discrimination and handle prejudices

1. Demonstration of how prejudices are wrong.
2. Use of socially influential persons like religious leaders, political leaders, celebrities.
3. Using culture and religious texts to denounce discrimination and prejudices.
4. Legal: Informing the legal repercussions of discrimination.
5. Promoting dialogue in the society.
6. Using the youth to take forward the message because the youth is often more progressive.

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8. Adhering to high standards of transparency is often in conflict with the duty towards maintaining confidentiality. With examples, elaborate on the problems faced by public servants in effective discharge of duties during such situations. Also, discuss the ethical framework that should guide the decisions in these circumstances. 10

पारदर्शिता के उच्च मानकों का पालन प्राय: गोपनीयता बनाए रखने के कर्तव्यों के प्रति विरोध उत्पन्न करता है। ऐसी स्थितियों के दौरान कर्तव्यों के प्रभावी निर्वहन में लोक सेवकों द्वारा सामना की जाने वाली समस्याओं को उदाहरणों सहित विस्तार से बताइए। साथ ही, इन परिस्थितियों में निर्णय संबंधी मार्गदर्शन प्रदान करने वाले नैतिक ढांचे की चर्चा कीजिए।

Transparency dictates that all (or most) information should be made public.

Confidentiality says that some information has to be withheld.

Problems faced by civil servants:

1. A person cannot be completely transparent and uphold confidentiality at the same time.

2. Acts like Right to Information (RTI) come in conflict with oath to Secrecy, Official Secrets Act, etc.

3. Information sought may be crucial for national security.

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Ethical framework that should ~~be~~ guide such decisions:

1. Anything ~~related to~~ ~~natural~~ that may endanger national security should not be divulged.

2. It should always be remembered that public interest is foremost.

3. One should try to divulge as much information as permissible.

4. Information is Power. Access to information will empower the public, which is a noble goal.

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In the following questions, carefully study the cases presented and then answer the questions that follow (in around 250 words):

9. You get your first posting as a District Collector in a predominantly rural area. Recently, the office of Registrar General of Births, Deaths and Marriages registered an inter-caste marriage of a young couple. On hearing the news, villagers and family members of the married couple attacked the Registrar's office and are holding their respective children in captivity. One group also enjoys immense political power in the state and have warned you against taking any action. 20

Based on the above information, answer the following questions.

(a) What is/are the ethical dilemma(s) that an administrator faces in such situations?

(b) Enumerate your priorities and steps that you will take to handle the situation.

(c) What are the social and attitudinal factors at play? What will be your role in bringing about a change in these?

एक जिलाधीश के तौर पर आपकी पहली नियुक्ति एक प्रमुख ग्रामीण क्षेत्र में होती है। हाल ही में जन्म, मृत्यु और विवाह के रजिस्ट्रार जनरल के कार्यालय (ऑफिस ऑफ़ रजिस्ट्रार जनरल ऑफ़ बर्थ्स, डेथ्स एंड मैरिज) ने एक युवा जोड़े के अंतर्जातीय विवाह को पंजीकृत किया है। यह समाचार सुनकर, ग्रामीणों एवं विवाहित जोड़े के परिवार के सदस्यों ने रजिस्ट्रार के कार्यालय पर हमला किया और अपने-अपने बच्चों को बंधक बना लिया है। इनमें से एक समूह का राज्य में अत्यधिक राजनीतिक वर्चस्व भी है और उसने आपको कोई कार्रवाई न करने की चेतावनी दी है।

उपर्युक्त जानकारी के आधार पर निम्नलिखित प्रश्नों के उत्तर दीजिए।

(a) ऐसी परिस्थितियों में एक प्रशासक को किस प्रकार की नैतिक दुविधा(ओं) का सामना करना पड़ता है?

(b) इस परिस्थिति को संभालने के लिए अपनी प्राथमिकताओं एवं आपके द्वारा उठाए जाने वाले कदमों का एक-एक करके वर्णन कीजिए।

(c) यहां कौन-से सामाजिक एवं अभिवृत्ति संबंधी कारक कार्य कर रहे हैं? इनमें परिवर्तन लाने में आपकी भूमिका क्या होगी?

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Facts of the case:

1. Intercaste marriage in a predominantly rural area has caused tensions.
2. Registrar's office has been attacked and ~~xx~~ the couple is being held hostage.
3. One group has political power and has warned me against action.

Stakeholders: I, government, married couples, their respective families and villagers.

a) Ethical dilemmas:

1. Taking action may ~~flare up~~ cause the violence to flare up. Not taking action will lead to violation of right to freedom of the married couple.

2. Which should be given precedence: Culture or Law? It is the culture / custom not to engage in intercaste marriage. But ~~eng~~ indulging in violence against caste lines is illegal.

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3. Duty vs Personal interests: It is my duty to uphold the law. But doing my duty can go against my personal interests as the politically powerful group has warned me against taking action.

b) Priorities:

1. The married couple should remain safe.
2. Rights of the married couple should not be violated.
3. Violence has to be stopped.
4. Tension, if any, along caste lines has to be defused.

Steps:

1. Give stern warning to both groups that violence should stop immediately. Anyone found indulging in violence will be punished.
2. ~~[illegible]~~ Provide police protection to Registrar's office.
3. Take custody of the married couple so that they are not harmed. Provide them police protection.

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4. Engage in dialogue with the community, pointing out the illegal and ~~not~~ unethical dimensions of caste violence.

5. Encourage media coverage so that the politically powerful elements do not dare to cause more trouble. They will be afraid that they might be caught on camera.

c) Social factors at play:

1. Caste discrimination
2. Feeling of hatred towards other castes, considering one's own caste the best.
3. Strict endogamy.
4. Considering women as pride of the family. Marrying outside one's own caste is considered a disgrace.

Attitudinal factors:

1. Conservatism.
2. Negative attitude towards other castes.

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My role in bringing about a change:

1. Raise awareness about caste issues and laws.
2. Take help of village elders and leaders.
3. If elders and leaders are too rigid, the youth usually understands better. The youth can be mobilized to bring about a change.
4. Inter-caste dialogue.
5. Any case of caste-discrimination should be strictly dealt with.
6. Inter-caste couples should be given special protection.

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Don't write anything this margin (इस भाग में कुछ ना लिखें)

10. A group of educated young men is caught trying to leave the country to fight for a terrorist organization overseas. It was found that they were radicalized online through social media by the handlers of that terrorist organization. These boys have not committed any act of terror till now and have no criminal background. 20

(a) What could be the reasons for radicalization of educated youth?

(b) As a senior intelligence official, what approach would you follow to deal with such cases? Give arguments in support of your stand.

(c) Suggest a feasible strategy to prevent further radicalization of youth in the country.

शिक्षित युवा व्यक्तियों का एक समूह एक विदेशी आतंकवादी संगठन हेतु संघर्ष करने के लिए देश छोड़ने का प्रयास करते हुए पकड़ा जाता है। ज्ञात हुआ था कि उन्हें उस आतंकवादी संगठन के कर्ताधर्ताओं द्वारा ऑनलाइन तरीके से सोशल मीडिया के माध्यम से कट्टरपंथी विचारधारा अपनाने के लिए प्रेरित किया गया था। इन लड़कों ने अभी तक कोई आतंकवादी कृत्य नहीं किया है और न ही उनकी कोई आपराधिक पृष्ठभूमि है।

उपर्युक्त जानकारी के आधार पर निम्नलिखित प्रश्नों के उत्तर दीजिए।

(a) शिक्षित युवाओं का कट्टरपंथ के प्रति के प्रेरित होने के क्या कारण हो सकते हैं?

(b) वरिष्ठ खुफिया अधिकारी होने के नाते इस प्रकार के मामलों से निपटने के लिए आप क्या दृष्टिकोण अपनाएँगे? अपने पक्ष के समर्थन में तर्क दीजिए।

(c) देश में युवाओं को कट्टरपंथ के प्रति और अधिक प्रेरित होने से रोकने के लिए व्यवहार्य रणनीति सुझाइए।

Facts of the case:

1. A group of young educated men are caught trying to leave the country to fight for a terrorist organisation.
2. They were radicalised online.
3. They have not committed any act of terror till now and have no criminal background.

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a) Reasons of radicalisation of educated youth:

1. Lack of opportunities to spend time productively, unemployment.
2. Sense of alienation from society.
3. ~~Hal~~ Half-baked understanding of religion.
4. Being misled by others on social media.
5. Frequent news of communal violence also furthers the feeling of being a ~~victim~~ victim.
6. People of certain communities are suspected as traitors and are always asked to prove their patriotism.
7. Deeper penetration of the internet has given most youth ~~an~~ access to incendiary content on the Internet

b) Guiding values: Objectivity, Openness, Leadership, Neutrality, Empathy, Trust

Approach:

1. The men have to be arrested.
2. Their families have to be informed.
3. Gauge what level of radicalisation they have

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undergone.

4. Take help of family, community, counsellors to de-radicalise them.

5. Because they have not committed ~~they~~ a ~~lot~~ crime, they have to be released at some point of time.

6. They should be kept on a watch for some time after release.

7. Their families should be encouraged to come forward if they notice something unusual in their activities.

Arguments:

1. Although they have not yet committed a crime, they ~~will~~ are on their way to commit crimes. So, they have to be apprehended.

2. Since they are educated young men with no criminal record, there is a ~~change~~ chance that they can be reformed.

3. Family and community should be involved as they can keep an eye on them 24x7.

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4. The punishment should not be so severe that the families feel afraid to report aberrant behaviour in the future.

c) Strategy:

1. Keeping an eye on radicalising material on the internet.
2. Providing a platform for progressive intellectuals from all religions to share their views
3. Inter-faith dialogue.
4. Focus on reforming radicalised youth rather than just ~~punishing~~ punishing them.
5. Curb communalist elements in the society.
6. Assure every community that their rights shall be protected.

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11. You are the CEO of a pharmaceutical company that has monopolized the manufacture of an anti-allergen device, which is used by millions who suffer from different kinds of allergic reactions: life threatening as well as non-threatening. Your company that was initially facing significant losses has increased the price of the device and since then has been witnessing huge profit margins. While the stakeholders of the company are pleased with your decision, there is a public backlash against the price rise. Politicians too have begun criticizing the policies of the company. 20

(a) What are the ethical issues involved?

(b) Enumerate the values that are under question in the mentioned scenario?

(c) As the CEO of the company, would you retrospectively change your decision in light of the public backlash?

आप एक ऐसी औषधि निर्माता कम्पनी के CEO हैं जिसका एलर्जी प्रतिरोधी उपकरण के विनिर्माण क्षेत्र में एकाधिकार है। इस उपकरण का प्रयोग जीवन को संकट में डालने वाले एवं साथ ही सामान्य प्रकार के विभिन्न एलर्जी प्रतिक्रियाओं से पीड़ित कई मिलियन लोगों द्वारा किया जाता है। आपकी कम्पनी, जो आरंभिक रूप से अत्यधिक हानि का सामना कर रही थी, उसने इस उपकरण के मूल्य को बढ़ा दिया है और तबसे इसे अत्यधिक लाभ प्राप्त हो रहा है। यद्यपि कंपनी के हितधारक आपके निर्णय से प्रसन्न हैं, वहीं जनता द्वारा मूल्यवृद्धि का विरोध किया जा रहा है। राजनीतिक नेताओं ने भी कंपनी की नीतियों की आलोचना आरंभ कर दी है।

उपर्युक्त जानकारी के आधार पर निम्नलिखित प्रश्नों के उत्तर दीजिए।

(a) इसमें निहित नैतिक मुद्दे कौन-से हैं?

(b) उल्लिखित परिदृश्य में किन मूल्यों पर प्रश्नचिन्ह खड़ा होता है, एक-एक करके बताईए।

(c) कम्पनी के CEO के रूप में, क्या आप जनता द्वारा किए जा रहे विरोध को देखते हुए भूतलक्षी रूप से अपने निर्णय.को परिवर्तित करेंगे।

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Facts of the case:

1. A pharmaceutical company has increased the price of an anti-allergen device.
2. It was earlier facing losses, now huge profits.
3. Company has a monopoly ~~in~~ on the device.
4. Shareholders are pleased. But public ~~a~~ backlash, and political criticism.

a) Ethical issues:

1. As the company enjoys a monopoly, the people will be forced to buy the costly device.
2. As a pharmaceutical company, the ~~foremo~~ foremost goal should have been to alleviate the suffering of the people and not huge profit margins.

b) Values under question:

*Selflessness: Profit motive has been given excessive focus.
*Empathy: People's suffering has not been given due focus.
*Far-sightedness: As the backlash will be bad for company's image.

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* ~~Public Se~~ Service motive

c) Merits of changing decision

1. Device will become more affordable.
2. Greater public good.
3. Shows empathy.
4. Public backlash and political criticism will die out
5. Good for company's image in the long run.

Demerits of changing decision :

1. Shareholders will be angry.
2. I may be removed from my position.
3. Company may face losses.
4. There may not be enough funds for further research.

As a CEO, it is my responsibility to earn profits for the shareholders. But, at the same time, it is also my responsibility to keep my decisions ethical. Such high prices are causing hardships for the

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people. They are also bad for the image of the company.

Keeping these things in mind.
I will change my decision.

However, ~~Eo~~ the new price will not be so low that it causes losses. The new price should be such that we get decent profits. At the same time public good is also served and ~~companies~~ company's image is maintained.

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12. You are a Public Information Officer (PIO) in Public Works Department. An RTI is filed to know about the allotment of tender to a company for construction of a bridge. While collecting information about the allotment process you came to know that the tender was under-priced. However, you also came to know that it was unintentional and was due to a calculation error which could not be detected during the scrutiny.

The under-secretary of the department who is an honest official with an impeccable record and is the final authority for passing the tender has requested you to iron out the deficiencies in your response. His argument is that elections are to be held soon and the company which has got the tender belongs to a relative of senior minister. He fears that his reputation and job as well as of others involved in the process of allotment is at risk. You sympathise with your colleagues and understand that such consequences are possible. 20

(a) What are the options available to you?

(b) Evaluate each of these options and choose the option you would adopt, giving reasons.

आप लोक निर्माण विभाग में एक जन सूचना अधिकारी (PIO) हैं। एक पुल का निर्माण करने के लिए एक कम्पनी को निविदा के आवंटन के संबंध में जानकारी प्राप्त करने हेतु, एक RTI आवेदन दायर किया गया है। आवंटन के संबंध में जानकारी एकत्रित करते समय आपको ज्ञात होता है कि निविदा वाजिब/बाजार मूल्य से कम मूल्य पर जारी की गई थी, हालांकि आपको यह जानकारी भी प्राप्त होती है कि यह अनभिप्रेत (अनजाने में हुआ) था एवं इसका कारण गणना में हुई एक त्रुटि थी जिसका पता जांच के दौरान नहीं लगाया जा सका था।

निविदा जारी करने का अंतिम प्राधिकारी, विभाग का अवर सचिव, निर्दोष रिकॉर्ड वाला एक ईमानदार अधिकारी है। उसने आपसे अपनी अनुक्रिया में लक्षित की गयी कमियों को हटा देने का अनुरोध किया है। उसका तर्क है कि शीघ्र ही चुनाव होने वाले हैं एवं निविदा प्राप्त करने वाली कम्पनी एक वरिष्ठ मंत्री के संबंधी की है। उसे भय है कि उसकी एवं इस प्रक्रिया में सम्मिलित अन्य लोगों की प्रतिष्ठा एवं पद संकट में हैं। आप अपने सहयोगियों के प्रति सहानुभूति रखते हैं और समझते हैं कि इस प्रकार के परिणाम संभव हैं।

उपर्युक्त जानकारी के आधार पर निम्नलिखित प्रश्नों के उत्तर दीजिए।

(a) आपके पास उपलब्ध विकल्प क्या हैं?

(b) इनमें से प्रत्येक विकल्प का मूल्यांकन कीजिए एवं कारण बताते हुए स्वयं द्वारा अपनाए जाने वाले विकल्प का चयन कीजिए।

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Facts of the case:

1. An RTI has brought to light the fact that a tender was under-priced.
2. Error was unintentional.
3. Under-secretary responsible has impeccable record.
4. company which has got the tender is politically connected.
5. If the information comes to light, reputation and jobs of many are at risk.

Guiding values: Honesty, Objectivity, Accountability, Integrity, Neutrality, Empathy, Courage, Determination.

Ethical issues:

1. Giving information will endanger the reputation and jobs of many. Not giving information will be dereliction of duty.
2. Error was unintentional, but punishment can be serious.

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3. A person with impeccable record may be punished.

4. I may make many enemies if I give out information.

Options available :

1. Give out information, as it is

Merits :

1. Performed my duty.
2. Did not show bias.
3. If it was clear to me that error was unintentional, it should also be demonstrable to others. The Under Secretary will not get into much trouble.
4. Guilty shall be punished.
5. ~~Tru~~ Truth prevails.

Demerits :

1. The under secretary may get punished.
2. Since those who have got the tender are politically powerful, they may victimize me and others ~~...~~ involved.
3. Shows lack of empathy.

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2. Iron out the deficiencies, as asked by the Under Secretary.

Merits:

1. shows empathy.
2. Under Secretary has an impeccable record, he will be saved.

Demerits:

1. Dereliction of duty.
2. If this is found out later, I will be held accountable.
3. shows lack of honesty, objectivity, accountability, integrity, courage and determination

Option that I would adopt

I will give out the whole information without any changes. However, I will ~~also~~ make sure that the information that proves that the error was unintentional also becomes public.

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Reasons:

1. As the PIO, it is my duty to give information that is sought.

2. Any kind of ~~of~~ tampering of information will be dereliction of duty and dishonest. It will also lead to disempowerment of the public.

3. As the error was unintentional, it is likely that the Under Secretary will not get a tough punishment. Therefore this option shows empathy as well.

4. This will ~~be~~ show objectivity, ~~acc~~ integrity, courage, determination, accountability.

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13. You are a government official supervising the maintenance and upkeep of juvenile rehabilitation centres all over country. You are a strong advocate for preventive services such as counselling and parenting skill education as an alternative to the placement of neglected children in rehabilitation homes. You have convinced your minister about the stand and he has taken a public position on the same and declared that he will scrap the scheme of rehabilitation homes alltogether. Believing that a reputable study of the cost-effectiveness of preventive services would bolster your position, your department enters into a contract with a top university to conduct a series of evaluation studies. The first study involves a controlled experimental evaluation of government sponsored preventive services. To your dismay, the findings show no evidence that preventive service is a cost effective alternative to placing children in rehabilitation homes. You are worried that the results, if published, would not only compromise the position of the minister but also yours. What will you do in such a situation? Some of the options are given below. Evaluate the merits and demerits of each of these options and suggest what course of action you would like to take, giving reasons. 20

(a) Keep silent on the report and continue advocating your stand with the minister.

(b) Cancel the contract with the university and conduct a fresh study with a new agency.

(c) Report the results to the minister and follow his orders.

(d) Conduct further research and be prepared to accept the results and declare them publicly.

आप देश भर में किशोर पुनर्वास केंद्रों के अनुरक्षण और रखरखाव का पर्यवेक्षण करने वाले सरकारी अधिकारी हैं। आप उपेक्षित बच्चों को पुनर्वास गृहों में रखे जाने के स्थान पर परामर्श और पालन-पोषण कौशल शिक्षा जैसी निवारक सेवाओं के प्रबल पक्षधर हैं। आपने अपने मंत्री को अपने दृष्टिकोण से सहमत कर लिया है एवं उसने इस विषय पर सार्वजनिक रूप से अपनी स्थिति निर्धारित कर ली है और यह घोषित किया है कि वह पुनर्वास गृहों की योजना को सम्पूर्ण रूप से समाप्त कर देगा। आपका विभाग, एक शीर्ष विश्वविद्यालय के साथ मूल्यांकन अध्ययनों की एक श्रृंखला का संचालन करने के लिए यह विश्वास करते हुए अनुबंध करता है कि निवारक सेवाओं की लागत प्रभावशीलता का विख्यात अध्ययन आपकी स्थिति को और भी अधिक सुदृढ़ करेगा। प्रथम अध्ययन में सरकार द्वारा प्रायोजित निवारक सेवाओं का नियंत्रित प्रयोगात्मक मूल्यांकन सम्मिलित है। आपको निराश करते हुए, प्राप्त परिणाम इस अवधारणा का समर्थन करने वाला कोई प्रमाण प्रदर्शित नहीं करते कि निवारक सेवा बच्चों को पुनर्वास गृहों में रखने का लागत प्रभावी विकल्प है। आप चिंतित हैं कि यदि परिणाम प्रकाशित हो जाते हैं तो इससे न केवल मंत्री की स्थिति बल्कि आपकी स्थिति भी संकटग्रस्त हो

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जाएगी। ऐसी स्थिति में आप क्या करेंगे? कुछ विकल्प नीचे दिए गए हैं। इनमें से प्रत्येक विकल्प के गुणों एवं अवगुणों का मूल्यांकन कीजिए एवं कारण बताते हुए सुझाव दीजिए कि आप कौन-सी क्रियाविधि अपनाना पसंद करेंगे। 20

(a) रिपोर्ट के विषय पर मौन रहना एवं मंत्री के साथ अपने दृष्टिकोण का पक्ष समर्थन करते रहना।

(b) विश्वविद्यालय के साथ अपने अनुबंध को निरस्त कर देना एवं नयी एजेंसी के साथ नए सिरे से अध्ययन संचालित करना।

(c) परिणामों की रिपोर्ट मंत्री को प्रस्तुत करना एवं उसके आदेशों का पालन करना।

(d) शोध को आगे बढ़ाना एवं परिणामों को स्वीकार करने के लिए तैयार रहना एवं उन्हें सार्वजनिक रूप से घोषित करना।

Facts of the case:

1. I have convinced my minister that preventive services are better than putting children in juvenile homes.
2. The minister has taken a public stand and declared that rehabilitation homes will be scrapped.
3. A study ~~in~~ shows that preventive services are not as cost effective as putting children in ~~any~~ rehabilitation homes.
4. These results could compromise the position of the minister and also my own.

Guiding values: Selflessness, Objectivity, Openness, Accountability, Integrity, Empathy, courage.

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a) Merits:

1. Mine as well as the minister's position will not be compromised.
2. We can go ahead with the project unhindered.

Demerits

1. I will be held accountable if the information becomes public later.
2. It ~~will~~ shows dishonesty, ~~st~~ selfishness, lack of courage.

b) Merits

1. New study may be in agreement with my stand.

Demerits

1. New study may ~~be~~ say the same facts as the older one.
2. Time waste, money waste.

c) Merits

1. Avoids conflict of interest : It is against my interest as an individual to make the information public. But as a government Official, I should make the info-

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rmation public. This is a conflict of interest.

2. The minister may know what is best.

Demerits:

1. shows running away from responsibility.
2. Dereliction of duty.
3. Orders of the minister may not be ethical.

d) Merits:

1. shows selflessness, objectivity, openness, accountability, integrity, courage.
2. This is in the best public interest because I may have ~~mis~~ missed certain aspects while forming my opinion. Only studies can consider all factors holistically.

Demerits:

1. May cause embarassment to ~~the~~ me as well as the minister.
2. Takes time and money.

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Course of action

I would follow the fourth option largely.

that the study has said that preventive services is expensive is not entirely against my stance. Preventive services could be expensive, but they may be better for the children. To prove this, we need further studies.

As far as embarassment to me and my minister is concerned, it is too less a price to pay for the welfare of children.

Also, people may actually appreciate the openness and transparency that we have displayed.

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14. You are a young IAS officer posted as SDM of a flood prone sub-division. There is an old dam in your area which protects about 2 dozen villages from floods. Though the dam is weak, it is expected to hold up as repair works are being carried upon by the villagers. One day you receive a call that the villagers in the area had abandoned repairs and were running away from the work site because the dam was about to collapse as the force of water was building up. You quickly reach the site and see the fear and panic induced villagers. Systematised evacuation will take 2 days and if the dam collapses now, there will be great loss of life and property. You noticed several geo-bags (synthetic bags which are used to protect hydraulic structures and river banks from severe erosion) lying at a construction site near the dam which could hold the dam for some time. You realized that all you needed now was manpower to place these bags on the dam in such a way as to prevent water from entering the village. But the people are fear stricken and are preparing to flee. 20

Based on above information, answer the following questions:

(a) Elaborate on the qualities of a civil servant that are essential in such circumstances.

(b) What options do you have to handle this situation? Evaluate each of them with their merits and demerits.

आप एक बाढ़-प्रवण अनुमंडल के SDM के रूप में पद-स्थापित एक युवा IAS अधिकारी हैं। आपके क्षेत्र में एक पुराना बांध है जो लगभग 2 दर्जन गांवों की बाढ़ से सुरक्षा करता है। हालांकि बांध कमजोर है, किन्तु इससे बाढ़ की स्थिति में खड़े रहने की अपेक्षा है क्योंकि ग्रामीणों द्वारा इसकी मरम्मत का कार्य किया जा रहा है। एक दिन आपको फोन आता है कि क्षेत्र के ग्रामीणों ने मरम्मत का काम छोड़ दिया है और वे कार्य स्थल से भाग रहे हैं क्योंकि जल का दवाब बनने के कारण बांध टूटने वाला था। आप शीघ्रतापूर्वक घटनास्थल पर पहुँचते हैं एवं ग्रामीणों को भय और आतंक से ग्रसित देखते हैं। लोगों को नियंत्रित रूप से क्षेत्र से निकालने में दो दिन का समय लगेगा और यदि बांध अभी टूट जाता है तो जीवन एवं सम्पत्ति की अत्यधिक हानि होगी। आपका ध्यान बांध के समीप निर्माण स्थल पर पड़े हुए अनेक जियो-बैग (द्रवचालित संरचनाओं एवं नदी तटों को गंभीर कटाव से रोकने के लिए प्रयोग किए जाने वाले सिंथेटिक बैग) पर जाता है। ये कुछ समय तक बांध को रोके रह सकते हैं। आपको भान होता है कि जल को गांव में घुसने से रोकने के लिए इन बैगों को बांध पर उपयुक्त रूप से रखवाने के लिए केवल जनशक्ति की आवश्यकता है, लेकिन लोग भय से ग्रसित हैं एवं क्षेत्र से भागने की तैयारी कर रहे हैं।

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उपर्युक्त सूचना के आधार पर, निम्नलिखित प्रश्नों के उत्तर दीजिए: 20

(a) ऐसी परिस्थितियों में एक सिविल सेवक के लिए आवश्यक गुणों का विस्तार पूर्वक वर्णन कीजिए।

(b) इस परिस्थिति को संभालने के लिए आपके पास क्या विकल्प हैं। उनमें से प्रत्येक विकल्प का उसके गुण एवं दोष सहित मूल्यांकन कीजिए।

Facts of the case:

1. I am posted as SDM of a flood prone sub-division.
2. A dam which is weak is about to burst. People are fleeing in fear.
3. Bursting of the dam is preventable using geo-bags. All I need is manpower.
4. Systematised evacuation will take too much time.

~~Values~~ Guiding values: Selflessness, Objectivity, Leadership, Empathy, Courage, Determination

a) Qualities of a civil servant that are essential:

1. Leadership: He/she should be able to lead the people to repair the dam.

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2. Objectivity: He/she should be able to objectively analyse whether disaster is preventable. If yes, go ahead with dam repair. If no, try to minimise the damage to life and property.

3. Selflessness: In such a situation, the civil servant should not be excessively concerned about his/her own prestige, comfort or even life.

4. Empathy: To understand that breakage of the dam can cause untold misery to the people.

5. Courage and Determination: Courage to take a decision which is right but risky. Determination to follow through with the decision.

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b) I) As the dam is likely to burst, flee from the site and try to minimise damages from district headquarters.

Merits:

1. Minimisation of loss of life and property.
2. Less risk to own life.

Demerits

1. Shows lack of courage, selflessness, leadership, empathy.
2. A preventable disaster will take place.
3. Thousands of people may die.
4. Dereliction of duty.

II) Order in stern terms that no one will leave their duties and that the dam repair must continue.

Merits:

1) Dam repair work may start again.

Demerits:

1) People may not listen to me when

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they see the imminent danger to their lives.

III) Appeal to emotions of the people. Remind them that bursting of the dam will cause untold miseries. Tell ~~them~~ them that this is preventable.
Show leadership by starting to carry the gey-bags ~~myself~~ myself.

Merits
1) When people see an "outsider" doing so much for them, they are likely to be moved and start ~~with~~ with the repair work. This actually happened in reality recently.

2. Shows: courage of conviction, selflessness, objectivity, Leadership, Empathy, courage and ~~Determination~~.

Demerit
1) Risk to my own life and others' lives.

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I will follow the third option.
Because although there is risk involved, this option upholds the finest traditions of civil services